DD / S REGISTRY

FILE _Training_

2 8 NOV 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Leadership Conference

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1. Transmitted herewith is the description of the revised Leadership Conference. This version of the Conference meets the most recent requirements that it be of two day's duration; conducted [   ] and designed for presentation to a single component of the Agency.

2. The attached notebook contains the schedule, the lesson plans which are ready at this time, and copies of various handouts. The first day and evening of the Conference are applicable to the general interests of any Agency component. The second day, particularly the afternoon thereof, is designed to accommodate the specific interests of the component for which the Conference is conducted. Guidance concerning such interests results from interviews with the head of the component.

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3. As you know, the first presentation of the Conference will be for OTR. It has been scheduled for 14-15 December, 1972, [   ] and will be attended by about fifteen senior officers of OTR. Should you or a member of your staff wish to attend the Conference, either as a full time participant or as an observer, we will be most pleased to make the necessary arrangements.

HUGH T. CUNNINGHAM
Director of Training

Att — _returned to D/TR 3/13/73_

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DD/S 72-3246

8 SEP 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : "Leadership Conference"

Bill:

Bob Wattles and I have discussed with
Hugh Cunningham and some of his people the attached outline as well
as other related background information concerning the "leadership
conference" training package. This package responds to your earlier
request for a look at an outline for a short seminar for some of the
Agency's most senior officers.

We think this outline represents a cogent
training course with the emphasis quite properly focused on behavioral
skills rather than on systematic or scientific skills. It appears to be
about 4-5 days in length and is aimed at senior officers grade GS-16 and
above. But, here is where we foresee the major potential problem.
Experience, including the recent unfortunate saga of the Senior Seminar,
would clearly indicate that officers at that level do not voluntarily or are
not released to attend in-house training courses. How then do we get the
right student body particularly for the first or pilot run? We believe that
the Deputies and other senior Agency officials must agree that this
leadership training is necessary and themselves set the tone in selecting
officers from their components to attend. Since we clearly do not wish to
have students attend "by direction" perhaps we should get someone like
yourself to lead or participate in the pilot run.

I would like to discuss this matter with you to see
if we can resolve the basic problem of how we can attract and enroll in

the course on a continuing basis the most senior officers of this Agency who need the training. If we can find a good answer to this problem reasonably soon, the first presentation of the course could be scheduled before the end of 1972 if OTR officers are to conduct the course.

STATINT

John W. Coffey
Deputy Director
for Support

Attachment:
"Leadership Conference" Outline

DD/S:JWC:llc (7 September 1972)
Distribution:
  0 - Addressee
  1 - DD/S Chrono
  ⅟ - DD/S Subject
  1 - ExRegistry
  2 - DTR
  2 - C/SUS

Originated by: Director of Training, 16 August 1972
Rewritten: Deputy Director for Support (7 September 1972)

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72.3246

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT   :   "Leadership Conference"

1. Bob Wattles and I have discussed with Hugh Cunningham
in some depth the attached outline, as well as other related
background information concerning the "Leadership Conference"
training package. This package was prepared by OTR in response
to your request for such training for the most senior officers in
the Agency.

2. We think this outline represents a cogent training course
with the emphasis quite properly focused on behavioral skills rather
than on systematic or scientific skills. It appears to be about 4-5
days in length and is aimed at senior officers grade GS-16 and
above. But here is where the big problem arises. We know from
past experience that individuals in this category simply do not
attend in-house training courses, even if they desperately need the
training, unless they are ordered to attend. And if they are ordered
to attend, they can be expected to go reluctantly and with a negative
attitude which perforce renders the learning process less effective
than desired, making the week almost meaningless.

3. If we can somehow associate some prestigious aspect
to the course, perhaps the problem of getting the right people in it
can be solved. One thought would be to see if Red White would be
interested in coming out of retirement on a part-time basis to lead
off the course and have certain inputs throughout the week, based
largely on his long and extensive experience and training in
management. If it is well received, perhaps because Red is closely

associated with it, it could become a prestigious course that senior officers would want to take. We might also ask other well qualified senior officers, either retired or still on active duty, to participate as instructors. Some well known behavioral scientists to present material in which they are recognized authorities is another possibility. The most serious drawback here is that such men usually are booked from six months to a year in advance.

4. I would like to discuss this matter with you to see if we can resolve the basic problem of how we can attract and enroll in the course on a continuing basis, the most senior officers of this Agency who need the training. If we can find a good answer to this problem reasonably soon, the first presentation of the course could be scheduled before the end of 1972 if OTR officers are to conduct the course. If we choose to sound out Red White or attempt to run a course using outside specialists, it is probably more realistic to think in terms of next spring for the first presentation.

John W. Coffey
Deputy Director
for Support

Attachment: "Leadership Conference" Outline

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24 AUG 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT   :   Management Training Activities

    1. This memorandum is prompted by your note of 1 August
restating the conviction that something is needed to replace the
Advanced Management (Planning) Course. It appears to me that
there is a clear relationship between this need and some of the
management training requirements originated by the Executive
Director-Comptroller. I believe that satisfactory progress is
being made along the lines of the interests expressed by both you
and Mr. Colby.

    2. During the last week of October we intend to conduct a
"pilot run" of a three to four day activity tentatively entitled,
Leadership Conference. August 14th is the target date for
completion of the basic plan, reflecting selections of topics,
reading material, films, and small group projects, and including
a proposed schedule. If the reactions to the "pilot run" in October
do not point to massive revision, we probably can conduct the first
regular conference in December. Although this conference is being
designed primarily in response to Mr. Colby's request for a short
refresher for some our most senior officers, it will contain, among
other things, a half-day devoted to a description of the Kepner-Tregoe
system of problem-solving and decision-making. It is our intent to
expand this segment, eventually, by adding case materials drawn
from Agency experience. The resulting course, divorced from the
Leadership Conference, can be offered as a "follow-on" to the AM(P)
which, in reality, was more of a problem-solving course than a
planning course. Our officers at all grade levels then can be

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introduced to a system of problem-solving which is rather well known in the non-Agency world and which can be illustrated by Agency material, thus avoiding the disadvantages inherent in industry-based cases. The collection of data in the Agency is the critical and time-consuming effort which we are ready to begin.

3. As a result of the ill-advised reduction in the number of Senior Seminars to be conducted yearly, we have begun to think about adapting the "Management Block" of the Seminar and offering it separately as a "Senior Management Course". Such a step would permit us to cover a wider range of appropriate topics than would be possible in the problem-solving course. Perhaps even an introduction to Management Science, of major concern to Mr. Colby, could be included. The addition of the latter, however, not only would depend upon the availability of the instructors from the Information Science Center but, of greater import, would mean that the "Senior Management Course" probably would become a two-week endeavor. We would be interested in your reaction to this possibility.

4. On 27 July, a half-day segment on problem-solving was introduced into the Intelligence and World Affairs course as an experiment. The material consisted of a case study and supporting film previously used in the AM(P). The objective was to illustrate the use of the Means-Ends Chain in problem-solving. In the IWA which begins in the fall we will use a different segment, now being put together, emphasizing the organization of one's work. The problem-solving material will be transferred to the Midcareer Course and presented therein for the first time in November. As you know, the integration of some of our management training into OTR's core courses is one of Mr. Colby's oft-expressed requirements.

5. In summary, by the end of this calendar year, if all goes well, we should have completed the initial stages of the overall plan for increasing the emphasis on management training. As already indicated, though, the "Senior Management Course" (cf. paragraph 3) and the expanded problem-solving course (cf. paragraph 2) are most unlikely candidates for activation in this calendar year.

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6.   To be sure that we are on the right track and proceeding in line with present interests and priorities, [   ]nd I would like to discuss these and related matters with you.   Charley begins annual leave on 17 August, so I hope your schedule will permit our getting together before then.   If you can manage a visit to the Chamber of Commerce Building I will be more than pleased to host our meeting.

25X

25X

HUGH T. CUNNINGHAM
Director of Training

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DD/S REGISTRY

FILE *Training 6*

Director of Training
1026 Chamber of Commerce

Hugh -

     I am not sure what is in mind at this point but it is evident that we need something to replace the Advanced Management Planning Course which was washed out for lack of response.

STA

John W. Coffey
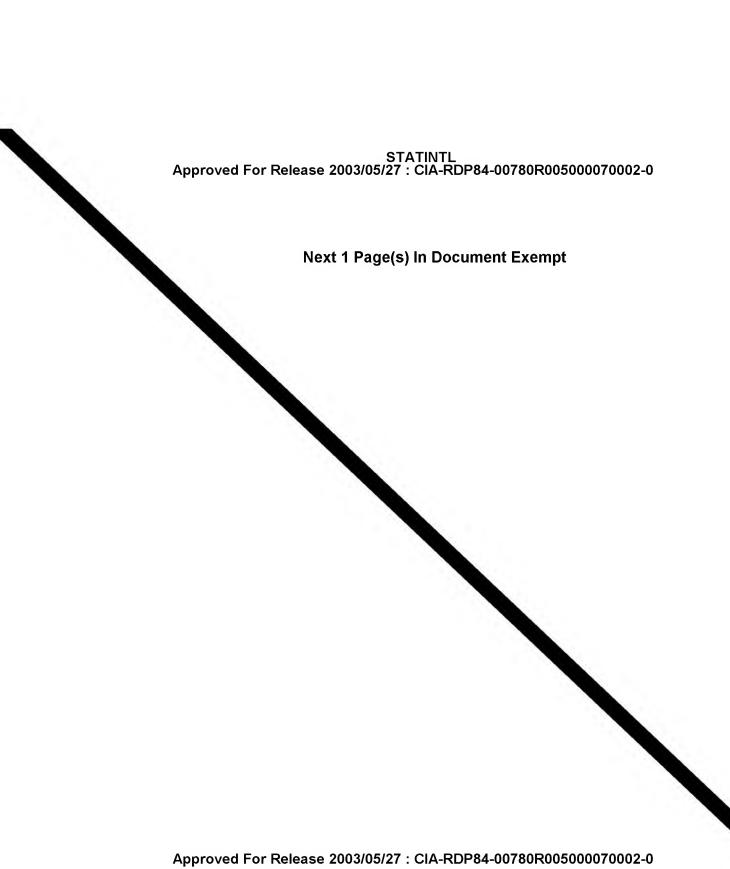
1 AUG 1972

Deputy Director for Support 7-D-26

STA

DD/S:JWC:llc (1 August 1972)
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Mr. Colby:

Mr. Coffey indicates on his buckslip that he would like to discuss the attached with you. He suggested that it be "over lunch" but has now indicated that, due to the difficulty in reserving the DCI Dining Room, a nonlunch meeting be held instead. He'd like to do this prior to the Deputies Meeting on the 19th. Unless you have some problem with this, I'll go ahead and set up a meeting.

Barbara
11 Sep 72

What are the problems and shortcomings of Agency management as you see them?

What do we do about them in the short term? Can we do anything with the current crop? With their successors?

What do we do in the long term?

What are we trying to achieve? What are the goals and objectives? What kind of an organization are we going to leave for the next generation? What kind (kinds) of managers do we want?

What is a good manager? A good leader? A good executive?
An executive or manager in CIA is someone who holds or succeeds to a position of power.

What is "managerial potential? Leadership potential? Executive potential?

Today's manager has come up through the ranks -- the best (?) analyst, case officer, support officer. We are trapped by the system -- which requires that supervisory responsibility grow as prerequisite to advancement. Why should it be necessary for a case officer to assume supervisory responsibility in order to get promoted? Don't we need a system that provides for at least two paths to advancement -- one managerial, one professional.

Change is the only constant. How are we planning change -- planning to cope with change -- planning to manage change?

Allegations:

Accountability in the Agency means establishing culpability -- finding a place to put the blame.

Senior people are insecure in their positions -- cannot accept criticism as evidence of loyalty. Criticism is interpreted as anti-establishment -- not constructively motivated toward seeking improvement.

Management by conflict avoidance.

We are recruiting mediocrity -- not ability but conformism.

People get ahead who aren't contributing.

Temerity is squelched by insecurity -- people are afraid to speak up because their advancement will be jeopardized.